



DEPARTMENT OF THE AIR FORCE
PACIFIC AIR FORCES

DEC 07 2007

MEMORANDUM FOR PACAF NEWCOMERS

FROM: PACAF/CC

25 E Street, Suite G-214
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SUBJECT: Standards

1. Welcome to the Pacific and Pacific Air Forces. I am certain that you will find this assignment challenging, rewarding and exciting.
2. As the PACAF Commander, I want to take this opportunity to make you aware of our operating style and ethos. In short, I want to introduce you to our command's mission and standards.
3. Our daily activities are focused on providing overwhelming air, space and cyberspace capabilities to defend America in this region. Our nation has dedicated its people and invested its treasure in us – that is why we are here. If the mission did not exist, then neither would we. **Never lose sight of why we are here.**
4. Let me give you my thoughts concerning our style, ethos and standards:
 - a. **I have an open door policy.** I welcome input from everyone in this command. If something is important to you, it is important to me. Communicating clearly up and down the chain of command makes us all more effective.
 - b. **Know and care for your people.** If we don't, we can't fight and win. If you are in a leadership position, then lead but don't miss the opportunity to mentor as well. Reward performance and be straightforward with praise and corrections.
 - c. Living in the Pacific can bring safety challenges in many aspects of our lives. You are important to your family, your teammates and me. Needless loss of people and equipment is a win for the enemy. **My experience has been that the smart way is the safe way.**
 - d. **Mature responsible behavior is synonymous with good order and discipline.** I expect it always, on or off duty. If you are senior, I expect your leadership to be positive and immediate. Maintain your objectivity and never compromise your ability to lead.
 - e. Respect is a pass/fail issue, and it's the right thing to do. Everyone should be allowed to perform to his or her maximum potential. **Discrimination, harassment, or**

unprofessional relationships are unacceptable and keep us from reaching our maximum potential.

f. Those of us who serve in uniform are different from our contemporaries in civilian life. Appearance, bearing and conduct set us apart. **Proper bearing reflects on our organization, and creates a lasting first impression. Physical readiness and professional appearance go together.** Take time to take care of yourself.

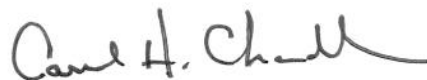
g. **I set a high standard where caring for our bases and equipment is concerned.** If we are negligent, what we have will likely be all we get.

h. **You are on a team and I expect team play.** I also expect team loyalty. I encourage competition, but you will be evaluated on how you contribute to the team. Loyalty is the basic ingredient for a spirit of unity. Do not be afraid to air differences--expect your argument to be heard. But when a decision is made we speak with one voice.

i. **There is nothing wrong with high standards – so set the bar high.** We all have a stake in PACAF's success and we should never penalize original thought or appropriate risk taking.

j. Enjoy your work and along the way take the opportunity to have fun. **Find the time to take your hard earned leave and share time with your family and friends.**

5. That's it. In these short paragraphs, I've talked about our mission and provided some insight into our operating style within the command. Once again, welcome to the Pacific and have a great tour.



CARROL H. CHANDLER
General, USAF
Commander